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CONPLAN (U) Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

REFERENCES (U):

- a. President's Budget FY03
- b. DOD Directive 1235.10, *Activation, Mobilization, and Demobilization of the Ready Reserve*. 1 Jul 1995
- c. Memorandum Subject: Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active duty in Response to World Trade Center and Pentagon Attacks signed Dr. David C. Chu, Under Secretary of Defense dtd Sep 20 2001 w/addendum dtd Jul 19 2002
- d. Defense Planning Guidance FY 2003
- e. JCS Joint Pub 1-0, *Joint Doctrine for Personnel Support to Joint Operations*, 19 Nov 1998.
- f. AR 600-8-101, *Personnel Processing (In-and-Out and Mobilization Processing)*, 12 January 1990
- g. AR 600-20, *Army Command Policy*, 13 May 2002
- h. AR 608-1, *Army Community Service Center*, 31 August 2000
- i. AR 690-11, *Mobilization Planning and Management*, 14 September 1990
- j. FM 3-0, *Operations*, 14 June 2001
- k. FM 12-6, *Personnel Doctrine*, 9 September 1994
- l. FM 100-9 (FM 4-100-9), *Reconstitution*, 13 January 1992
- m. FM 100-17-5, *Redeployment*, 29 September 1999
- n. DA PAM 600-72, *Army Manpower Mobilization*, 8 July 1990
- o. DA Pam 600-81, *Information Handbook for Operating Continental United States (CONUS) Replacement Centers and Individual Deployment Sites*, 15 July 2001
- p. DA Pam 690-47, *DA Civilian Employee Deployment Guide*, 1 November 1995
- q. Army Mobilization and Operations Planning and Execution System (AMOPES), Volume 1-4
- r. FORSCOM Regulation 500-3-10 (FORMDEPS) Volume X
- s. HQDA (DAPE-PRO) Message, 171635Z Sep 02, SUBJ: Consolidated PPG for Operations NOBLE EAGLE and ENDURING FREEDOM.

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- t. HQDA (SAFM) Message, 031739Z Nov 02, SUBJ: Army FY03 Financial Management Guidance in Support of the Global War on Terrorism (GWOT) (GWOT).
- u. HQDA (SAFM) Message, 211548Z Mar 03, SUBJ: Army FY03 Financial Management Guidance in Support of the Global War on Terrorism (GWOT) (GWOT) – Change 1.
- v. HQDA (SAFM) Message, 300942Z Mar 03, SUBJ: Army FY03 Financial Management Guidance in Support of the Global War on Terrorism (GWOT) (GWOT) – Change 2.

1. (U) Situation. The Army continues to conduct military operations in-Theater/Area of Responsibility (AOR) in support of Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF). There are Soldiers from the active component (AC), United States Army Reserve (USAR), and Army National Guard (ARNG); and DA civilians and contractors deployed to and in temporary duty at CONUS and OCONUS locations in support of in Theater/AOR operations.

a. (U) AC units have soldiers assigned to them who are members of both the AC and Reserve Component (RC). AC soldiers include those on a normal term of service, those involuntarily retained on active duty beyond their normal term of service (STOP-LOSS), and those soldiers with Foreign Service tour extensions (FSTE). RC soldiers assigned to AC units include those cross-leveled from RC units, retirees, and members of the Individual Ready Reserve (IRR) and Individual Mobilization Augmentees (IMA). RC units may have similar combinations of soldiers assigned to them.

b. (U) Soldiers from the U.S. Army Europe (USAREUR) and U.S. Army Pacific (USARPAC) are serving on temporary duty in CONUS and OCONUS. Soldiers from other major commands (MACOMS) are also serving on temporary duty status for OEF/OIF and Operation NOBLE EAGLE (ONE).

c. (U) RC units are deployed globally in support of OEF, OIF and ONE, performing a wide variety of missions CONUS and OCONUS. The current authority for call-up of RC units and individuals, per Secretary of Defense Guidance, is a period not to exceed 12 months under 10 U.S.C. Code 12302. This 12 month period is retroactive to the original date of activation of the unit and/or the individual soldier, and may be extended up to an additional 12 months at the discretion of the Secretary of the Army. Those RC members called up in response to attacks on the World Trade Center and Pentagon shall serve on active duty no longer than 24 months under 10 U.S.C. 12302. If called up involuntarily, released prior to 24 months, then recalled, total active duty will not exceed 24 months.

d. (U) Most Army civilians in support of OEF/OIF are on temporary assignment from their permanent duty stations in CONUS and OCONUS. Once hostilities terminate and these civilians are released from their duties, The Army will return them to their permanent duty stations and former jobs. In those few situations where civilians were locally hired, separation action may be necessary on location. In either case, some of these civilians may be retained as part of a residual force until such services are no longer required. Civilians may be deployed with units or as individuals.

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e. (U) Other civilians, including employees of other DoD agencies, non-DoD agencies, non-governmental organizations, contractors and embedded media, are also operating in support of GWOT. Contractors can participate in DCS tasks in theater with the unit within the scope of the current contractual obligation(s).

f. (U) The DCS is executed within the existing resources. The requirements exceeding resources are to be identified and tracked using guidance outlined in references r. through t. of the CONPLAN. Those specific DCS tasks which cannot be accomplished with current resources must be identified with their associated bills. Compete those new resource requirements in your supplemental funding requests.

2. (U) Organization.

a. (U) United States Army, Europe (USAREUR). Serve as executive agent and develop detailed procedures for redeployment, accountability, recovery, and reconstitution for all assigned deployed units and individuals, and for the RC, demobilization of units and individuals permanently assigned to USAREUR. Develop detailed procedures for demobilization in coordination with FORSCOM to ensure rapid, orderly demobilization. Develop and execute procedures to separate individuals assigned to USAREUR units from other AC/RC units.

b. (U) United States Army, Pacific (USARPAC). Serve as executive agent and develop detailed procedures for redeployment, accountability, recovery, and reconstitution for all assigned deployed units and individuals, and for the RC, demobilization of units and individuals permanently assigned to USARPAC. Develop detailed procedures for demobilization in coordination with FORSCOM to ensure rapid, orderly demobilization. Develop and execute procedures to separate individuals assigned to USARPAC units from other AC/RC units.

c. (U) United States Army Forces Command (FORSCOM). Serves as executing agent for all mobilization/demobilization matters (exclusive of USASOC) to include, redeployment, recovery, and reconstitution for all FORSCOM units and, for the RC, demobilization of RC units and individuals, with the exception of RC units permanently assigned to USAREUR and USARPAC. Develops detailed procedures for recovery, accountability, demobilization, and reconstitution activities. Coordinates activities of MACOMs and installations to ensure rapid, orderly demobilization. Ensures all reshaping actions support HQDA policy. Establishes procedures enabling AR-PERSCOM, US Army Reserve Command (USARC), State Area Command (STARC), and USAR Regional Support Commands (RSC) to provide personnel assistance teams to Mobilization Stations to assist in processing their respective soldiers/units in component unique actions.

d. (U) United States Army Training and Doctrine Command (TRADOC). Coordinates activities at training base installations to ensure rapid, orderly demobilization. Prepares to quickly demobilize all RC soldiers in the training base at their training location and training organizations who were activated to support the training surge at their duty station. Ensures all reshaping actions support HQDA policy. Establishes procedures enabling AR-PERSCOM, STARC, and USARC RSC's to provide personnel assistance teams to Mobilization Stations to assist in processing their respective soldiers/units in component unique actions.

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e. (U) United States Army Component, Central Command (ARCENT). Establishes accountability, and processing procedures in theater to facilitate redeployment for all Soldiers, Army civilians and contractors, and demobilization for RC soldiers. Accomplishes redeployment in accordance with combatant commander guidance and priorities.

f. (U) United States Army Special Operations Command (USASOC). Establishes accountability, and processing procedures in theater to facilitate redeployment for all Soldiers, Army civilians and contractors, and demobilization for Reserve Component soldiers. Accomplishes redeployment in accordance with combatant commander guidance and priorities. Ensure accountability of individual completion of DCS tasks.

g. (U) CG, First and Fifth Armies (CONUSA). ICW FORSCOM and ARCENT coordinate movement of AC and RC units/Soldiers from theater to home station.

h. (U) Deputy Chief of Staff, G1. Provides Army military and civilian personnel policy guidance for all planning and execution in support of OIF, OEF, ONE and this plan.

i. (U) Deputy Chief of Staff, G3. ICW FORSCOM provides unit leaders with readiness guidance for ensuring the unit “ramps up” progressively. Provides guidance on embedding DCS training into leader development and unit training.

j. (U) Director, Army National Guard (DARNG). In coordination with Army G1, participates in personnel policy development for all planning and execution in support of OEF/OIF and this plan relating to the ARNG and STARC.

k. (U) Chief, Army Reserve (CAR). In coordination with Army G1, participates in personnel policy development for all planning and execution in support of OEF/OIF and this plan relating to the U.S. Army Reserve.

l. (U) Office of the Chief of Chaplains (OCCH). Provides religious services and support for Soldiers and families. Provides marital education programs and family life programs, and single soldier education programs.

m. (U) Office of the Surgeon General (OTSG). OTSG is responsible for all medical policy and support associated with DCS, to include screening, referral, treatment, tracking, and follow-up. In coordination with PERSCOM and component commanders develop procedures that provides visibility and accountability of personnel medically evacuated to both deployed units and Home Station.

m. (U) Office of the Judge Advocate General (OTJAG). The OTJAG is responsible for Army policy related to the provision of all aspects of legal services. The OTJAG advises staff judge advocates (SJA) in the field concerning military justice, legal services, legal rights, relevant tax law, and claims. The OTJAG coordinates with MACOMs to validate SJA requests for augmentation to conduct operations.

n. (U) Assistant Chief of Staff, Installation Management (ACSIM) / Installation Management Agency (IMA). Coordinates activities at installations to ensure rapid, orderly and effective redeployment, reconstitution, and demobilization support. Develop and execute procedures to ensure coverage of individuals as well as AC and RC units.

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o. (U) Total Army Personnel Command (PERSCOM). Develops and implements personnel plans required for Deployment Cycle Support (DCS), which includes the maintenance of personnel readiness; personnel records management, personnel accountability, and required personnel actions processing, and the separation of soldiers. Coordinates with OCAR, USARC, ARNG, AR-PERSCOM (through OCAR), and STARCs (through ARNG G1) for the incorporation of component specific personnel management requirements. In coordination with component commanders develops procedures and systems to track individual returnees, to include personnel on emergency leave, and execution of DCS. Tracking and accounting system will provide positive hand-over between deployed units and Home Station.

p. (U) Community and Family Support Center (CFSC). Responsible for soldier and family support (incl MWR) in support of OEF/OIF. Supports Family Readiness Groups through information and Reunion Training support, IAW AR 608-1, Chapter 4.

3. (U) Mission. On order, The Army conducts Redeployment, Post-deployment and Reconstitution Phase personnel operations for all personnel deployed overseas and at CONUS locations with Army units, other service and coalition forces or as individual augmentees in order to reintroduce Army personnel into pre-conflict environments to facilitate reconstitution of families, Soldiers' and deployed civilians' individual lives, and the force.

4. (U) Assumptions.

a. (U) Time for planning and preparation will be compressed, with relatively short notice to execute.

b. (U) All units return to their original duty stations in CONUS, Europe and the Pacific.

c. (U) Unit integrity may not be consistently maintained throughout the redeployment process.

d. (U) Redeployment, Post-deployment and Reconstitution phases will be conducted for units, advance parties, individuals, and trail parties.

e. (U) Unit reconstitution will occur wherever possible throughout the process.

f. (U) This will be an event driven process and completed as soon as practical.

g. (U) DCS activities will be focused on the reestablishment of prescribed Army capabilities.

h. (U) Incremental funding requirements will be captured and reported IAW references r-t (above).

i. (U) RC units and individual soldiers will return to reserve status as quickly as possible, consistent with mission accomplishment and the need to complete key DCS tasks, established levels of readiness, available funding, and the desires of the civilian leadership. Some

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RC units may be required to remain on active duty to facilitate Redeployment, Post-deployment, Reconstitution phases and demobilization, and OEF/OIF residual force.

j. (U) Continued in-Theater/AOR operations and the availability of airlift and sealift would ultimately determine when and how redeployment could be accomplished.

k. (U) CONUS-based augmentation will be required to support CONUS redeployment and demobilization activities.

l. (U) External demands (Congressional, media, MACOM, DOD leadership) and internal demands (spouses, family members, e-mails, phone calls) will place additional requirements on the process.

m. (U) Some RC units or individuals may be called to active duty to support redeployment, and demobilization.

5. (U) Concept of the Operation.

5a. (U) Intent. Our Soldiers have responded to the call to duty in an exemplary manner. We have demanded levels of excellence from them to which they have risen and surpassed. We have also placed a tremendous physical and mental stress on them and their families. In previous deployments, we executed recovery and reconstitution operations well. We are moving into a new dimension by addressing reconstitution of Soldiers within the context of reconstituting units and The Army. It is critical that we ensure that **ALL** Soldiers and DA civilians returning from in-Theater / AOR or redeploying from other operations, whether by unit or as individuals, are provided a means for personal reconstitution, family reunion/reintegration, and reestablishment of personal readiness. We remain ready to take the fight to those who have declared themselves as enemies of our nation, and we must prepare ourselves properly for future action. Soldier reconstitution is both commanders' and sergeant's business, but we must ensure that we have the right tools and training to execute this mission well. The intent is to provide "the right tools and training", and follow-on support to facilitate Soldier and family readiness beyond current operations. The Army will establish policy and procedures provide necessary resources, external subject matter expertise and training support packages for the chain of command. The Army will communicate the DCS plan to leaders at all levels and establish the means by which to account for and track all personnel throughout the DCS process. Although this plan does not always specifically refer to deployed DA civilians or their families, the intent is to include them wherever appropriate.

5b. (U) General Guidance. The purpose of DCS is to ensure Soldiers are properly reconstituted as part of Army unit reconstitution. This is a command responsibility; to that end, the Commanders ARCENT and USASOC, and the MACOM Commanders (FORSCOM, TRADOC, USAREUR, USARPAC) are the supported commanders for this plan – all others are in a supporting role. A key element of DCS is the reestablishment of soldier readiness to include personnel readiness, deployment readiness, and family readiness. In order to effectively reconstitute Soldiers, The Army will conduct DCS operations in depth beginning in-Theater / AOR, continuing at home and/or Demobilization (DEMOB) Stations, and with sustainment at

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Home Stations. DCS operations will include ALL Soldiers, to include those departing theater/AOR on emergency leave, medical evacuation, and other individual redeployment scenarios. The chain of command must be involved at all levels to ensure that DCS requirements are accomplished for all effected Soldiers including Army personnel deployed with other services. While the most visible effort is oriented at Soldiers redeploying from Iraq, DCS requirements apply equally for those Soldiers deployed OCONUS and within CONUS, but away from Home Station. This is especially true for RC soldiers who have been away from their home and place of employment for an extended period of time.

Post-employment DCS consists of the following major components – education, assessment, and processing, conducted during three phases – Redeployment, Post-deployment, and Reconstitution – which will extend into the post-conflict normal Train-up/Sustainment phase. Soldiers will be provided information that will educate them on the need for individual reconstitution, including preparations for return to home, family reunion, health care concerns, and agencies that will provide assistance in their individual reconstitution. Soldiers will receive assessments to determine required support to be performed either in-Theater/AOR, during Redeployment, Post-deployment, Reconstitution and normal Train-up/Sustainment operations. Based upon the assessments conducted, Soldiers will participate in additional required reconstitution actions.

Actions take place concurrently at deployed location, and DEMOB and Home Stations where possible. In general, soldiers are not held in-Theater to conduct all tasks if required transportation is available. Task completion must be tracked for every Soldier. Those tasks not completed in phase become the responsibility of all commanders at the next phase or location. Tasks from subsequent phases may be completed earlier, given appropriate resources and time to accomplish these tasks.

5c. (U) Specific Guidance. Post-employment DCS is conducted in depth. The three phases of DCS associated with post-employment – Redeployment, Post-deployment and Reconstitution – will take place concurrently; they are specified as follows with planning considerations and friction points:

5d. (U) Redeployment. Redeployment is the period of time during which units re-posture themselves in the in-Theater/AOR; transfer forces and material to support other operational requirements; or return personnel, equipment, and material to the Home Station (AC) or DEMOB Station (RC). Redeployment begins with the warning order from the combatant commander in-Theater or AOR, proceeds through arrival at the redeployment assembly area (RAA) and completion of preparations for strategic lift from in-Theater/AOR, continues through individual/unit's arrival at Port of Embarkation (POE), and ends with the unit/individual's arrival at new employment site, Home Station (AC) or DEMOB (RC) station. Units redeploying to support other operations transition directly to Employment phase of DCS. All others will transition to Post-deployment. During the Redeployment phase, units and individuals may begin to conduct recovery in-Theater/AOR. During recovery the activity level of units will be ramped down, providing members of the unit and leaders the opportunity for well-deserved rest. Selection of locations for recovery in concert with the RAA will be the purview of the combatant commander. During this phase, unit leaders will balance in-Theater/AOR recovery / reconstitution requirements with rest, and unit directed activities. As a part of this phase, select

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DCS actions will begin. These actions are found in ANNEX A. Conduct of DCS during this phase will undoubtedly compete for other requirements in-Theater/AOR, and will encounter friction points for which leaders must prepare. Although units begin Redeployment activities in-Theater/AOR, other actions will take place concurrently at Home Station. A key element of the successful reintegration of families will center on proper preparation, to include spouse and family education. ANNEX A identifies a number of tasks to be accomplished at Home Station prior to return of Soldiers. Reception activities in some form, such as parades, picnics, etc., should occur for every Soldier and DA civilian from first to last regardless of where assigned in support of OEF/OIF. Rear Detachment Commanders (RDC), DA civilians, volunteers, Family Support Groups (FRG), community agencies and employers, should all participate. Mobilization Station reception plans for arrival ceremonies, reception, and installation ceremonies will be short and simple with minimal requirements imposed on returning Soldiers and civilians.

(1) (U) Redeployment Time Line. Anticipate the redeployment time line to become the first friction point. There will be significant pressure to begin redeployment as quickly as possible. The Executive Branch and Members of Congress will wish to return the RC as quickly as possible to mitigate the disruption of civilian lives, reintegrate RC soldiers back into their communities, and reduce the manpower bill associated with OEF/OIF. The SecDef directs that members of the Ready Reserve ordered to active duty without their consent shall be retained on active duty no longer than absolutely necessary. They shall receive priority by combatant commanders for redeployment over AC units, and be released from active duty as expeditiously as possible.

(2) (U) Unit Redeployments. The second friction point will center on the requirement for the combatant commander to develop a Time-Phased Force Deployment List that will govern the redeployment of units within, and from, in-Theater/AOR. Expect that unit integrity will be maintained during Redeployment wherever possible. However, strategic airlift availability, combined with operational requirements, will cause many units to be divided into serials, with individual fillers assigned to fill empty spaces on airframes. This will cause accountability challenges for unit commanders and for PERSCOM. Reducing the friction associated with this will require close coordination with ARCENT.

(a) (U) AC units will undergo a phased process of reintegration and recovery upon completion of Redeployment, providing a balance of recovery requirements with family / personal time. It is essential that unit leaders also conduct personal reconstitution. Unit commanders will develop a plan for so doing.

(b) (U) ARCENT and USASOC will establish procedures to identify and notify Soldiers to report to their original units during a stand down period. Return of AC soldier's cross-leveled in-Theater/AOR will begin in-Theater/AOR. AC soldiers who do not return to parent unit in-Theater/AOR will return to the CONUS DEMOB Station with the RC unit to which assigned or AC Home Station if assigned to an AC unit. Continued movement of these AC soldiers to their parent unit will occur from the DEMOB Stations. ARCENT PERSCOM will manage the assembly, pre-transition processing, and movement of individual RC soldiers.

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(c) (U) Continuing operations in-Theater/AOR, and the length of time to return and dispose of equipment will require some RC units to remain in-Theater/AOR and/or additional units to be activated and deployed in support of in-Theater/AOR operations or within CONUS.

(d) (U) RC units begin pre-transition processing in-Theater/AOR, with an advance party departing with critical data elements for all assigned/attached soldiers. This data will be used to expedite the processing at DEMOB Stations. DCS requirements will be incorporated into RC unit pre-transition processing.

(3) (U) Individual Soldier Redeployment. The third friction point centers on the fact that there will be a variety of circumstances whereby a very limited number of individuals will re-deploy separately from a unit. Every effort must be taken in the process to ensure redeploying individuals, to include individual augmentees and IRRs, complete all DCS actions. Complete all investigations to include line of duty investigations (LOD), AR 15-6, Report of Survey (ROS), and etc. to ensure quality and completeness, investigating officers and /or boards must ensure investigations are as complete as possible before leaving theater. Award initiation must be completed prior to actual redeployment. The following scenarios provide a baseline for planning purposes:

(a) (U) Individual Soldiers may re-deploy with their unit main body, as a part of an advance or trail party, or individually based upon airframe availability. In addition, individual Soldiers may re-deploy based upon emergency leave, medical evacuation, escort, or other possible scenarios. Prior to redeployment, individual returnees must complete DCS actions prior to release from their assigned units. Personnel Support organizations will assist commanders to ensure actions are complete. Soldiers will be provided instructions for actions to be conducted upon return to the Port Of Debarkation (POD). Responsibility for tracking DCS actions for individual returnees will be borne by PERSCOM for personnel actions, and OTSG for medical action, using a redeployment checklist.

(b) (U) RC soldiers serving as fillers/replacements in AC units may re-deploy with their assigned unit and demobilize at the unit's Home Station or be released to re-deploy as an individual. RC soldiers serving as fillers/replacements in RC units may re-deploy with their assigned RC unit and demobilize with the unit at the unit's designated DEMOB Station or be released to re-deploy as an individual. IRR/IMA soldiers in CONUS will out-process at the installation to which they are currently assigned. Those in the training base and/or CONUS Replacement Centers (CRC) will out-process from that installation. RC members in the training base will complete the training to which they were ordered, and then be demobilized. DCS actions will be completed on IRR/IMA soldiers prior to their release from active duty (REFRAD).

(c) (U) IRR soldiers who return from overseas or OEF/OIF as individuals will move to CRC. Personnel records for IRR soldiers will be moved to the transition separation points upon notification by 3rd PERSCOM of the location to which the Soldier will be moved. IRR soldiers will out-process at that installation and be provided transportation to home of record. Records will be forwarded to those installations via overnight mail. PERSCOM and 3rd PERSCOM must establish visibility over IRR soldiers and their unit of assignment. Movement of records will be kept to a minimum, reducing the potential loss of records and/or delay of IRR out-processing. Turn-in of equipment, to include small arms, should take place at the CRC. Remaining DCS

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actions will be accomplished at the CRC prior to REFRAD. To complete DD Form 214, only current information to include awards will be entered on the form. On completion, documents will be scanned and emailed to PERMS for inclusion in Military Personnel File (MPF).

(4) (U) **Civilian Redeployment.** Redeployment of deployed civilians assigned TDY to CONUS, or overseas will be triggered by the decision of the appropriate commander to terminate the assignment and arrange return transportation to the permanent duty station. All civilians will re-deploy through the CRC or other processing center from which they deployed. They will enter tracking data in the Army Civilian Tracking System (CIVTRACKS) upon departure from theater, upon arrival at the CRC, and finally upon return to Home Station. DA Pam 690-47 provides additional guidance on civilian redeployment procedures, to include medical screening during return processing.

5e. (U) Post-Deployment. Begins with arrival at Home Station (AC) or DEMOB Station (RC), includes actions to recover equipment, personnel and demobilization activities. This phase ends with release from recovery mission (AC) or arrival at Home Station (RC). Individual redeployment and demobilization processing (reverse SRP, medical screening, DCS process) will be completed during this phase. DCS actions to be completed in this phase are found in ANNEX B. Demobilization begins with personnel recovery at the POD and ends with recovery at Home Station, to include individual redeployment and demobilization processing. Units conduct equipment recovery at POD ending with rearm/refuel/refit at Home Station.

(1) (U) AC units will balance recovery operations with DCS requirements to ensure that unit, equipment, and soldier reconstitution is accomplished. Unit commanders will employ a Soldier Reconstitution Checklist to assist them in managing Soldier reconstitution. As with equipment recovery, Soldiers will be in various forms of recovery and will require chain of command actions to ensure they transition from a “clean and complete” level of readiness to “10/20” standards of readiness. During the initial week of recovery, units will implement a “half-day” POI per FORSCOM guidance. This POI will provide for basic elements of unit recovery and soldier personal time. Soldier personal time applies equally to single and married soldiers, as well as unit leaders. Unit leaders are responsible for ensuring the unit “ramps up” progressively based upon readiness guidance provided through Army G3 and FORSCOM.

(2) (U) For RC units, demobilization will begin concurrently with redeployment to facilitate actions at the DEMOB Station. RC units will be reorganized in-Theater/AOR, to include USAREUR and USARPAC, reassigning, to the maximum extent possible, original deployed unit members back into the unit. Actions will be taken in-Theater to complete pre-transition processing and other administrative actions (OER/NCOER, awards, draft TDY travel vouchers LOD investigations, and medical evaluations, tasks by phase, etc) prior to redeployment. The demobilization process will occur in the following order: in-Theater/AOR preparation for demobilization, demobilization at Mobilization Stations, return to Home Station, and return to Home of Record. This process will be characterized by specific, standard requirements developed by FORSCOM to ensure that all RC units maintain maximum readiness and that RC Soldiers and their families reconstitution and reintegration needs are properly addressed. RC soldiers will be briefed at the DEMOB Station on their benefits derived from active duty. Approved legislative initiatives will be briefed to all Soldiers supporting OEF/OIF, as well as normal transition briefings. RC units deployed will return to Home Station in DBDUs

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or BDUs (if DBDUs were not issued). DBDU's deemed unserviceable may be retained by the service member.

(3) (U) The demobilization process for RC soldiers who must demobilize as individuals will follow the same basic pattern as that for units. Every process, task, benefit provided to units will be provided to individuals. RC soldiers who were assigned to USAREUR or USARPAC based units will out-process from their unit in USAREUR or USARPAC, and then proceed to a separation point for final out-processing. USAREUR soldiers will be out-processed at Fort Dix or Fort Jackson. USARPAC soldiers will be out-processed at Fort Shafter. AC filler replacement personnel in RC units re-deploy with the RC unit to the RC unit DEMOB Station. These AC soldiers will be reported to PERSCOM for reassignment or released from TDY and returned to their parent unit. Individual RC soldiers will travel to their Home of Record in civilian clothes or BDUs.

(4) (U) Units will coordinate plans with their installations to receive and assist families meeting returning Soldiers and DA civilians. Units will ensure that families are integrated into the plan for reception of units and individuals, and will remain proactive in ensuring that appropriate family receptions are made.

(5) (U) All RC soldier records will be brought up-to-date prior to completion of demobilization. MACOMs will take action to ensure that all personnel actions and DCS actions are updated and reviewed prior to departure from DEMOB Stations. Individual USAR soldiers not assigned to a unit will have their records shipped to AR-PERSCOM once they are complete. Records of USAR and ARNG unit members will be completed prior to departure of the unit for Home Station. Units will be responsible for update and maintenance of the records of permanently assigned personnel during the entire demobilization process. The MPF should reflect all awards and OER/NCOER actions must be completed and married up with the MPF prior to completion of demobilization. RC soldiers should retain copies of all personnel documents needed to keep personal affairs in order. All pay entitlements to include those associated with promotions will be resolved prior to REFRAD.

(6) (U) Under the provisions of 10 U.S.C. 12686, any RC soldier whose combined period of active duty will exceed 18 years prior to demobilization or who is within 2 years of qualifying for a non-regular retirement will not be involuntarily released from active duty without approval by the Secretary of the Army.

5f. (U) Reconstitution. Begins at Home Station with the recovery of equipment, completion of administrative requirements, continuation of Soldier reconstitution, reintegration with family, and civilian jobs (RC). Preparations begin for future deployment missions. DCS activities include family readiness, reintegration of Soldiers into families and communities, equipment maintenance, and Soldier readiness. DCS actions to be completed in this phase are found in ANNEX C. These continue as the unit/individuals prepare to begin collective / unit training. This phase ends when units have achieved sufficient reconstituted state as to allow for the beginning of collective/unit training.

(1) (U) Family readiness activities will remain active during the entire reconstitution phase, with emphasis on reunion assistance, and follow-up transition issues. Reception activities in some form, such as parades, picnics, etc., should occur for every Soldier and DA civilian from

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first to last regardless of where assigned in support of OEF/OIF. RDCs, DA civilians, volunteers, FRGs, community agencies and employers, should be encouraged to participate.

(2) (U) Follow-on ceremonies will occur as a part of normal holiday celebrations. During this phase, soldiers will have opportunities to participate in community celebrations and ceremonies. The expectation of participation in ceremonies should be balanced with unit and Soldier/family needs to ensure that these do not place an undue burden on returning Soldiers and family members. This could be acute as units return in the time frame leading up to Independence Day.

(3) (U) Maintenance of Personnel Readiness. Maintenance of personnel readiness relates to deployment and distribution of AC soldiers, and RC soldiers as applicable. During the reconstitution phase, Army G1 will promulgate updated policies related to the following areas:

- (a) (U) Reversal of STOP-MOVE and Foreign Service Tour Extension (FSTE).
- (b) (U) Reversal of STOP-LOSS.
- (c) (U) Distribution Priorities.
- (d) (U) Retention Policies.
- (e) (U) Professional Development
- (f) (U) Separations

6. (U) Specific Instructions. All agencies must work together in a united, coordinated effort to achieve the objectives set out in this plan. All MACOMS and HQDA Staff will examine existing policies and ensure that all policies support Soldier Reconstitution and that these policies and processes are coherent and coordinated by a clearly designated lead agent. All MACOMS and HQDA Staff will review the DCS requirements in this plan, develop plans to implement DCS, and conduct a capability assessment associated with executing DCS requirements. Specific attention will be paid to the resourcing requirements, by type, to effectively execute DCS. MACOMS will cross-level internally to maximize efficiencies. Once this is accomplished, MACOMS will coordinate with specific support provider commands (IMA, MEDCOM, CFSC) to determine what assets can be re-missioned to support a near term surge requirement for DCS. Once all resources have been identified and re-missioned, MACOMS will provide HQDA with any resource shortfall information.

a. (U) USAREUR

Ensure DCS actions are completed for all USAREUR assigned personnel deployed in support of OEF/OIF, to include DA civilians.

Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments. Conduct Unit Risk Inventory (URI) for each unit deployed within 90 days of arrival at Home Station.

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b. (U) USARPAC

Ensure DCS actions are completed for all USARPAC assigned personnel deployed in support of OEF/OIF, to include DA civilians.

Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments. Conduct URI for each unit deployed within 90 days of arrival at Home Station.

c. (U) FORSCOM

Executing agent for mobilization and demobilization.

Ensure DCS actions are completed for all FORSCOM units and individuals.

As the primary gaining MACOM in CONUS, FORSCOM is the supported command for DCS support activities. Direct coordination is authorized with ARCENT for this purpose.

Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments. Conduct URI for each unit deployed within 90 days of arrival at Home Station.

Produce and distribute a detailed guide to Mobilization Stations to ensure that all post deployment, and demobilization actions are properly completed and all records are updated for the period of active duty served.

Provide guidance to all FORSCOM units on DCS POI.

Provide information on DCS POI to other MACOMs.

ICW Army G-1, determine the impact of policies for RC STOP-LOSS, delayed promotions and professional development schooling, and develop a plan for sustainment of USAR capabilities in support of The Army taking into account the need to balance current policies and Solider Well-Being.

Assist OCCH and OTSG with additional available chaplain and medical resources in support of the DCS Installation TeamDCS Installation Team for use at remote and austere locations and troop surges.

Ensure conduct of Reunion Training for units, individual and family members using a standard POI developed in coordination with OCCH and CFSC.

Assist OTSG to ensure Soldier and family members are provided information on TRICARE benefits, eligibility, and insurance options post-deployment.

d. (U) TRADOC

Ensure DCS actions are completed for all TRADOC assigned personnel deployed in support of OEF/OIF.

Ensure DCS actions are completed within CONUS DEMOB Stations for all individual RC soldiers prior to completion of demobilization.

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e. (U) ARCENT

Ensure Unit Risk Reduction Leader Tip Card is distributed to unit leader level in RAA.

Ensure initial DCS activities are accomplished for individual returnees during redeployment activities.

Ensure that procedures are put in place for tracking completion of required DCS actions in theater and that procedures are put in place to ensure that an effective, seamless handover occurs with the gaining MACOMs.

Provide redeployment rosters by aircraft from RAA to POD, with name, SSN, component, type civilian (DA or DOD), and unit designation (not UIC) to G-3, FORSCOM released in the preceding 24 hours, and projected for redeployment in the next 72 hours. Format will be an Excel spreadsheet transmitted via SIPRNET. ARCENT will standardize format of redeployment spreadsheet

f. (U) USASOC

Ensure Unit Risk Reduction Leader Tip Card is distributed to unit leader level in RAA.

Ensure initial DCS activities are accomplished for individual returnees during redeployment activities.

Ensure that procedures are put in place for tracking completion of required DCS actions in theater and that procedures are put in place to ensure that an effective, seamless handoff occurs with the gaining MACOMs and installations.

Implement Army Risk Reduction Program with specific emphasis on unit level risk assessments. Conduct URI for each unit deployed within 90 days of arrival at Home Station.

g. (U) Army G1

In coordination with OTJAG, determine and publish policies for stabilization, STOP-LOSS, STOP-MOVE, FSTE, promotions and professional development course attendance, and develop a plan for sustainment of Army capabilities that takes into account the need to balance all existing policies oriented on the Soldiers Well-Being.

Review policies relative to provision of job assistance to RC soldiers. Identify policies and resources required to expand the Army Career and Alumni Program (ACAP) program to RC soldiers. Coordinate activities with OSD Employer Support to Guard and Reserves (ESGR) to tap their available resources. Provide decision brief to G1 by 1 May 2003.

Expand scope of Risk Reduction Program to address all units. Review URI instrument for modification / adaptation for post-OIF applicability. Develop Unit Risk Reduction Leader Tip Card for unit level leaders. Produce and distribute Unit Risk Reduction Leader Tip Card to AOR by 15 May 2003.

Develop Post Conflict / Mobilization Checklist that incorporates DCS and deployment readiness factors.

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Produce and distribute Post Conflict / Mobilization Checklist to ARCENT and MACOMs by 1 May 2003.

Evaluate current Army 1-800 telephone support mechanisms to determine the most effective and efficient use of resources for providing assistance to AC and RC Soldiers, DA Civilians, and families.

ICW OTSG, develop and promulgate personnel policy regarding medical and dental evaluation and treatment requirements for demobilization of RC soldiers, to include conditions for which RC soldiers are required to remain on active duty for medical evaluation (ADME) to complete additional assessment and/or treatment.

ICW MACOMS, develop, promulgate policy regarding the tracking and execution of DCS for personnel returning on emergency leave.

Integrate elements of the NCO leader/mentor policy and program with the ASIST program for deployed units to assist in identification of post-conflict issues and referral options for Soldiers.

h. (U) DARNG

ICW Army G-1, determine the impact of policies for RC STOP-LOSS, delayed promotions and professional development schooling, and develop a plan for sustainment of ARNG capabilities in support of The Army taking into account the need to balance current policies and Soldier Well-Being.

Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card to ensure incorporation of unique aspects of the ARNG (or assist in developing separate RC-focused card).

ICW Army G1, provides information on State sponsored 1-800 capabilities in support of assistance programs that may be utilized by both AC and RC soldiers and family members.

Assist OCCH and OTSG with additional available chaplain and medical resources in support of the DCS Installation Team for use at remote and austere locations and troop surges.

Ensure conduct of Reunion Training for units, individual and family members using a standard POI developed in coordination with OCCH and CFSC.

Assist OTSG to ensure Soldier and family members are provided information on TRICARE benefits, eligibility, and insurance options post-deployment.

Coordinate with OTSG in tracking ARNG soldiers required to remain on ADME ensuring that these Soldiers complete all required DCS processing prior to release to State control.

Identify low density MOSs with high PERSTEMPO that place them at high risk. Provide Army G1 with analysis of potential issues and recommendations associated with these high risk MOSs.

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Identify units and individuals with high PERSTEMPO and provide analysis of potential issues and recommendations associated with these units/individuals.

Assist CFSC to ensure adequate distribution of educational materials regarding school age children and adjusting to the return of deployed parents.

ICW FORSCOM develop an ARNG focused DCS POI to accomplish the mission in the FORSCOM DCS POI.

i. (U) OCAR

Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card to ensure incorporation of unique aspects of the USAR (or assist in developing a separate RC focused card.)

ICW FORSCOM develop a USAR focused DCS POI to accomplish the mission in the FORSCOM DCS POI.

j. (U) USARC

ICW Army G1, provide information on USARC sponsored 1-800 capabilities in support of assistance programs that may be utilized by both AC and RC soldiers and family members.

Coordinate with OTSG in tracking USAR soldiers required to remain on ADME ensuring that these soldiers complete all required DCS processing prior to release to RSC control.

Identify low density MOSs with high PERSTEMPO that place them at high risk. Provide Army G1 with analysis of potential issues and recommendations associated with these high risk MOSs.

Identify units and individuals with high PERSTEMPO and provide analysis of potential issues and recommendations associated with these units/individuals.

Assist CFSC to ensure adequate distribution of educational materials regarding school age children and adjusting to the return of deployed parents.

k. (U) OCCH

Assist G1 in development of Unit Risk Reduction Leader Tip Card.

Assist OTSG in identifying and resolving installation issues associated with DCS Installation Team.

Develop chaplain component of Army DCS Installation Team (IT) in support of remote or austere locations and troop redeployment surges. Be prepared to deploy chaplain component as part of DCS IT.

Ensure that a common POI is utilized for all Reunion Training. Ensure that Soldiers redeploying through medical channels are provided Reunion Training through MEDCOM

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chaplains. Assist CFSC in providing Reunion Training to family members. Provide information to the larger “community of faith” on what The Army is doing for Reunion Training.

Provide resources to deployed Unit Ministry Teams (UMTs) to conduct marital enrichment evaluations and Reunion Training.

I. (U) OTSG

Assist G1 in development of Unit Risk Reduction Leader Tip Card.

Implement DCS process for Soldiers and DA civilians redeployed and/or redeploying through medical channels. Direct execution of DCS within MHS at treatment facilities for individuals who are in-patient.

Track DCS for Soldiers evacuated through medical system through fields on TRACE2S and PARRTS. Provide the G1 with a clearly defined work-around to ensure that individual soldiers redeploying are properly tracked through the DCS process.

Coordinate with TRICARE Management Activity for development of information materials for educating RC soldiers on TRICARE benefits, eligibility, and insurance options post deployment.

Distribute TRICARE information to installation DEMOB Stations.

Develop TRICARE counselor information sheet for use by benefits advisors to explain RC benefits.

Lead for identifying and resolving installation issues associated with DCS IT (OCCH and IMA assist).

Develop medical component of DCS IT in support of remote or austere locations and troop redeployment surges. Be prepared to deploy medical component as part of DCS IT.

Validate MEDCOM’s requests for augmentation necessary to properly conduct DCS operations.

Develop and deploy briefings and training materials for augmentation to theater and DEMOB / home stations to assist in training care providers and leaders.

Ensure that behavioral health assets are in place at POD.

Provide technical support to G1 for development of personnel policy regarding medical and dental evaluation and treatment requirements for demobilization of RC soldiers, to include conditions for which RC soldiers are required to remain on ADME for completion of additional assessment and/or treatment.

Assist CFSC in monitoring Fort Bragg EAP (telephonic and email 24/7 for AC only) and FORSCOM’s EAP (pilot program) at Forts Devens, Dix, and McCoy (RC only). Coordinate with CFSC to expand EAP at Fort Stewart (AC only) and assist CFSC in acquiring supplemental funds from the OSD to fund EAP for FY 03.

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m. (U) OTJAG

Assist G-1 to ensure prompt completion of investigations and surveys.

Ensure JAs in the field have information and materials necessary to correctly counsel clients on legal assistance issues (e.g. taxes, SSCRA, claims, etc.).

Validate SJS requests for augmentation necessary to properly conduct DCS operations.

n. (U) ACSIM / IMA

In support of FORSCOM, identify critical installation capacity issues associated with DCS, redeployment, and demobilization at all installations. Identify resources that could be “re-missioned” to provide surge support on each installation.

Assist OTSG in identifying and resolving installation issues associated with DCS Installation Team in support of remote or austere locations and troop redeployment surges.

Provide support to MACOMs as required. Coordinate directly with FORSCOM to ensure FORSCOM requirements are met.

o. (U) PERSCOM

Identify MOSs that are low density, but have high PERSTEMPO that would place them at high risk. Provide analysis of potential issues associated with high risk MOSs to G1.

Develop personnel support procedures and systems to track and provide positive hand-over of individual returnees between deployed units, component commanders, medical facilities, and Home Station.

Ensure that strength and personnel accounting systems are in place to maintain accountability prior to and during redeployment operations.

p. (U) Community and Family Support Center (CFSC)

Review policies relative to provision of job assistance to demobilizing RC soldiers. Identify policies and resources required to expand the ACS Employment Readiness Program to RC soldiers, post-mobilization.

Develop ACS component of the DCS IT in support of remote or austere locations and troop redeployment surges. Be prepared to deploy ACS assets as a part of DCS IT in support of remote or austere locations and troop redeployment surges.

Assist G1 in development of Unit Risk Reduction Leader Tip Card, to include input of domestic violence information.

Ensure that Family Readiness staffs are sufficient to accommodate the redeployment surge.

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Monitor Fort Bragg EAP (telephonic and email 24/7 for AC only) and FORSCOM's EAP (pilot program) at Forts Devens, Dix, and McCoy (RC only). Continue to expand EAP at Fort Stewart (AC only) and oversee supplemental funding request to OSD for FY 03 EAP.

Provide information materials to School Liaison Officers and SETS MOA signatories to assist with school age children understanding and adjustment to return of deployed parents.

Conduct coordination with the Federal Interagency Committee on Education to distribute materials to schools to assist with school age children understanding and adjustment to return of deployed parents.

q. (U) Safety Center

Assist unit commanders with safety awareness programs and Risk Management Toolbox to inform their soldiers on safety.

Provide Risk Management Leader's Guide for unit leaders.

r. (U) Commanders at all Levels.

Ensure that DCS requirements are completed.

Ensure that DCS task completion for Soldiers and DA civilians returning from deployment, as well as for their families, is properly tracked from in-Theater/AOR to Home Station. The intent is to properly prepare Soldiers for Redeployment, Post-deployment, and Reconstitution, not to force Soldiers to participate in repetitive training and assessments due to poor record keeping.

Ensure that all Soldiers and DA Civilians who experience redeployment related problems, regardless of their nature, are provided with the opportunity and resources to resolve the problems expeditiously.

7. (U) Reports.

a. (U) ARCENT provides redeployment rosters by serial from RAA to POD, with at minimum, name, SSN, component, type civilian (DA or DOD), and unit designation (not UIC) to G-3, FORSCOM redeployed in the preceding 24 hours, and projected for redeployment in the next 72 hours. Format will be an Excel spreadsheet transmitted via SIPRNET. ARCENT will standardize format of redeployment spreadsheet.

b. FORSCOM provides redeployment rosters to applicable headquarters (DCSOPS, PERSCOM, USAREUR G-1, USARPAC G-1, DARNG, OCAR, etc.) released in the preceding 24 hours, and projected for redeployment in the next 72 hours.

c. (U) FORSCOM will provide Army G-1 with a daily update on the number of units/individual returnees in Mobilization Stations, and the number RC units/individual soldiers released from Mobilization Stations, and arriving at home station.

d. (U) All reports will include a cumulative number of Soldiers and civilians processed/moved.

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e. (U) DARNG will provide G-3, FORSCOM a daily update on the number of units/individuals clearing the DEMOB Station and arriving Home Station, and the number of units/individual released to their former State status.

f. (U) USARC will provide OCAR and G-3, FORSCOM a daily update on the number of units/individuals clearing the DEMOB Station and arriving Home Station, and the number of units/individual released to their former USAR status.

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ANNEX A (REDEPLOYMENT PHASE ACTIONS) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

1. (U) Purpose. To provide guidance for the DCS tasks to be accomplished during redeployment of Army forces currently serving in support of OEF/OIF.

2. General Guidance.

Ensure units that experienced significant losses do not skip DCS tasks, and are not “fast tracked” home without proper post conflict/mobilization processing. (Army Component Commander)

As individuals re-deploy as early returns, emergency leaves, or medical evacuations, units will ensure that Rear Detachment Commanders (RDCs), to include State Area Reserve Commanders and Regional Support Commanders, are provided contact information and completed DCS tasks. (Unit Commanders)

During preparation for redeployment, provide email and telephone support for Soldiers in RAA and civilians. (CFSC MWR lead, AAFES and NETCOM assist)

Commanders will certify that their unit has completed DCS tasks to the first Colonel in the chain of command prior to arrival at DEMOB or Home Station (Unit Commanders)

During this phase, DCS tasks will occur both in-Theater and at Home Station concurrently. In addition to Soldier DCS tasks, there are a number of actions that will be occurring at Home Station to prepare spouses and families for Soldiers’ return. Paragraph 3 addresses Soldier tasks to be accomplished either in-Theater or at Home Station. Paragraph 4 addresses Spouse/Family tasks to be accomplished concurrently.

3. (U) DCS Tasks. The following tasks will be performed for deployed Soldiers, and for select care providers with whom Soldiers will interact. Most of these tasks will occur while the Soldier is still deployed. Once Soldiers return, units, Soldiers, and their families enter the Post-Deployment phase, where all tasks are performed at Home Station.

Individual Actions (Must be accomplished in the RAA prior to departure from Theater)

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.1.1	Utilize soldier / small unit leader reintegration tip card to identify individuals requiring monitoring, follow-up or referral (Appendix 1 to Annex A)	Unit Leadership	DA G1 (ACSAP)	
1.1.2	Receive Reunion Training	Unit / Unit Ministry Teams	DA G1 (CFSC & OCCH assist)	

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1.1.3	Receive Suicide Awareness and Prevention Training	Unit / Unit Ministry Teams	DA G1 (OTSG & OCCH assist)	
1.1.4	Receive Medical Threat Brief	Unit Leadership (Medical staff)	OTSG	
1.1.5	Establish debriefing opportunity for Soldiers to integrate deployment experience as a life experience	Unit Leadership	DA G1 (OCCH assist)	
1.1.6	Document exposures in Theater (DD 2796)	Unit Leadership (Medical staff)	OTSG	

Chain of Command Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.2.1	Complete investigations, to include LOD, AR 15-6, ROS, etc.	Unit Leadership	DA G1 (OTJAG assist)	
1.2.2	Plan, coordinate, and execute reunion / homecoming ceremonies/activities.	Deployed unit parent HQs & installation HQs	ACSIM	
1.2.3	Begin OERs / NCOERs / awards	Unit Leadership	DA G1	
1.2.4	Provide DCS information briefing using statement at Appendix 1 to Annex H	Unit Leadership	DA G1 (OCPA assist)	

Medical Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.3.1	Identify any recently acquired negative health related problems	Unit Leadership, Medical Health System	OTSG	1.1.6
1.3.2	Refer Soldiers with deployment related problems to appropriate local agency for assistance.	Unit Leadership	OTSG	

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1.3.3	Treat, and document any adverse or potentially adverse exposures or negative health-related behaviors that occurred during deployment/mobilization	OTSG	OTSG	
1.3.4	Ensure the availability of behavioral health assets in the RAA	OTSG	OTSG	

In-Theater Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.4.1	All early returning Soldiers are identified to the RDC and are provided contact information	Unit Leadership, In-theater approval authority, Army Component Cdr	DA G1 (PERSCOM, AR-PERSCOM)	
1.4.2	Ensure Personnel Reporting System is updated, provides visibility of all returning Soldiers to Home Station commands & organizations, and Redeployment Rosters are transmitted	Unit Leadership, Army Component Cdr, Medical Health System, PERSCOM	DA G1 (OTSG assist)	
1.4.3	Ensure all returning civilians are entered/updated in CIVTRACKS	In-Theater supervisor; CRC staff; Supervisor at Home Station	DA G1 (OTSG assist)	
1.4.4	Provide initial information on taxes, transition entitlements, legal rights / SSCRA, USERA, etc.	OSJA, DFAS	OTJAG (DA G-1 assist)	

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Demobilization Station (RC), Home Station (AC), and RDC Actions

These tasks will be performed at Home Station for Spouses and Families of Soldiers and DA civilians, and for select care providers with whom Army families will interact. Most of these tasks will occur while the Soldier is still deployed. Once Soldiers return, units, Soldiers, and their families enter the Post-Deployment phase, where all tasks are performed at Home Station

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.5.1	Educate AC & RC FRGs to promote identification of family members with needs via EAP outreach support	CFSC (EAP contract), OCAR, ARNG	CFSC (DA G1)	
1.5.6	Identify potential family issues awaiting returning Soldiers and advise unit commander.	RDC, STARC, RSC	CFSC (DA G1)	
1.5.7	RDC provide updated Redeployment Rosters to authorized, interested parties	Unit Leadership	DA G1	1.4.2
1.5.8	Assess DCS Installation capability; identify shortfalls and request additional assets.	Mobilization Station, FORSCOM, USAREUR	DA G3 (OTSG assist)	
1.5.9	Increase the Family Readiness staff to support DEMOB surge	CFSC	ACSIM (DA G1)	
1.5.10	Begin DCS process for IRR / IMA families by providing education and information materials	AR-PERSCOM / OCAR	DA G1	
1.5.11	Position RC soldier file information at DEMOB Station to facilitate preparation of DD 214	Army Component Commander / Mobilization Station AG	DA G1	
1.5.12	Plan, coordinate, and execute reunion / homecoming ceremonies/activities.	Deployed unit parent HQs & installation HQs	ACSIM	1.4.2, 1.5.7
1.5.13	Conduct Reunion Basics training to family members	ACS/FACs /Installation Chaplain	CFSC (DA G1)	
1.5.14	Provide health threat brief to educate spouses on health symptoms and myths	Installation MHS	OTSG	
1.5.15	Provide briefing and information to spouses on potential Signs and Symptoms of Distress	Installation MHS	OTSG	

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1.5.16	Provide briefing/education on Changes in Relationships	ACS/FACs /Installation Chaplain	CFSC (DA G1) (OCCH assist)	
1.5.17	Provide opportunity for spouses to take marital assessment instrument	Installation Chaplain	OCCH	
1.5.18	Provide briefing and information to installation childcare providers (facility based and “in home care providers) on potential child behaviors that may occur upon return of Soldiers and how to properly respond.	ACS	CFSC (DA G1)	
1.5.19	Provide briefing and information to installation childcare providers (facility based and “in home care providers) on single parent Soldier issues and potential referral avenues.	ACS	CFSC (DA G1)	
1.5.20	Provide health threat brief to educate installation childcare providers (facility based and “in home care providers) on health symptoms and myths.	Installation MHS	OTSG	
1.5.21	Identify spouses who have experienced significant problems (financial, emotional, relational) during the deployment.	Rear Det Cdr, Installation Chaplain and ACS	CFSC (DA G1) (OCCH assist)	
1.5.22	Enroll spouses who have experienced significant problems in educational sessions to prepare them for reunion.	ACS, /FACs Installation Chaplain	CFSC (DA G1)	
1.5.23	FAP program managers monitor return of Soldiers involved in FAP cases prior to deployment to reestablish case continuity.	ACS	CFSC	
1.5.24	Provide DCS information to Family Members prior to return of Soldiers (Appendix 2 to Annex H)	RDC, STARC & RSC	DA G1 (OCPA assist)	

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Army Enabling Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.6.1	Develop a media campaign for the US public on redeployment issues.	OCPA	OCPA	1.2.4, 1.5.24

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Appendix 1 to ANNEX A (REDEPLOYMENT PHASE ACTIONS) to Department of the Army
Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

UNIT RISK REDUCTION LEADER TIP CARD

Leaders and commanders should use this tool to identify soldiers at risk. Any check deserves leader counseling, monitoring and/or follow-up referral to the Chaplain, or other appropriate behavioral health professional. Recommend this be distributed down to squad level.

Did/has/was/is any soldier:

☐ Been involved in an alcohol incident and enrolled in the Drug/Alcohol program prior to deployment?

☐ Had a drug positive prior to deployment?

☐ Have any acts of indiscipline prior to deployment or during deployment?

☐ Go AWOL prior to deployment?

☐ Have any negative encounters with chain of command prior to or during deployment?

☐ Have any negative encounters with anyone else in the unit prior to or during deployment?

☐ Express anger or seem sullen and withdrawn prior to or during deployment?

☐ Seem to be a “loner”?

☐ Have any incidents of domestic violence prior to deployment?

☐ Have significant changes in family or relationships during deployment—death of parent, separation/divorce from spouse, lose boyfriend or girlfriend?

☐ Express any suicidal thoughts or actions?

☐ Have severe financial problems before or during deployment?

☐ Involved in a serious accident during deployment?

☐ Bothered by events/combat while in theater?

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ANNEX B (POST-DEPLOYMENT PHASE TASKS) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

1. (U) General Guidance.

RDCs provide updated manifests to key local agencies.

RDCs identify potential family issues awaiting returning Soldiers and advise unit commander.

Gaining command is responsible for completion of any tasks left incomplete by the previous phase.

Completion of tasks in Post-deployment is event driven not time driven.

Leave should be taken after completion of DCS tasks (in particular individual and chain of command actions and institutional support actions for RC soldiers.)

Soldier Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.1.1	Receive Reunion Training	Unit Leadership/ UMT/ ACS	CFSC (OCCH assist)	1.1.2
2.1.2	Receive Suicide Awareness & Prevention Training in all units	Unit Ministry Teams	DA G1 (OTSG & OCCH assist)	1.1.3
2.1.3	Receive health threat brief	Unit Leadership (Medical staff)	OTSG	1.1.4
2.1.4	Receive briefing on how to identify signs and symptoms of distress	Unit Leadership (Medical staff)	OTSG	
2.1.5	Receive briefing and information on Post-Deployment Stress	Unit Leadership (Medical staff)	OTSG	
2.1.6	Normalization of Experiences	Unit Leadership (Medical staff)	OTSG	1.1.5
2.1.9	Receive training on changes in relationships	Unit Ministry Team/ACS	CFSC (DA G1) (OCCH assist)	
2.1.11	Receive training on communication with children	Unit Ministry Team/ACS	OCCH (CFSC assist)	

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2.1.12	Married redeploying Soldiers take a marital enrichment assessment instrument	Unit Ministry Teams/STARC /FACs	OCCH	
2.1.13	Receive safety briefings covering at a minimum: POV, Alcohol, Water Sports, STD	Unit Leadership	Army Safety Center (ACSAP assist)	
2.1.14	Individual Soldiers revalidate driver / safety training	Unit Leadership	Army Safety Center	

Chain of Command Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.2.1	Identify single Soldiers without support systems.	Unit Leadership, UMT	DA G1	
2.2.2	Publish the leave schedule with sufficient planning time so that Soldiers and families can make family and personal plans	Unit Leadership	DA G3	
2.2.3	Ensure RC soldiers' leave is taken prior to REFRAD	RC Unit Leadership, DEMOB Station	DA G1	2.2.2
2.2.4	Consider granting Time-Off Awards to returning DA civilians	Local Supervisors	DA G1	2.2.2
2.2.5	Plan, coordinate, and execute reunion / homecoming ceremonies/activities.	Deployed unit parent HQs & installation HQs	ACSIM	1.2.2
2.2.6	Ensure Personnel Reporting System is updated, provides visibility of all returning soldiers to Home Station commands & organizations, and is shared with authorized, interested parties	Unit Leadership, Army Component Cdr, Medical Health System, PERSCOM	DA G1 (OTSG assist)	1.4.2
2.2.7	Ensure all returning civilians are entered/updated in CIVTRACKS	Supervisor at Home Station	DA G1	1.4.3
2.2.8	Complete all investigations (LOD, AR 15-6, ROS, etc) [for issues identified after arrival at DEMOB (RC) / Home Station (AC)]	Unit Leadership	DA G1	1.2.1
2.2.9	Verify completion of OERs / NCOERs / unit & individual awards	Unit Leadership, PERSCOM	DA G1 (OCAR & ARNG assist)	1.2.3

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2.2.10	Provide individualized career counseling	Unit Leadership	DA G1 (OCAR & ARNG assist)	
2.2.11	Finalize disciplinary and adverse administrative actions	Unit Leadership	DA G1 (OTJAG assist)	1.2.1, 2.2.8
2.2.12	Conduct MMRB, MEB, PEB	Unit Leadership, Medical Health System, PERSCOM	DA G1 (OTSG & OTJAG assist)	2.3.10
2.2.13	Identify potential Soldier financial issues and provide financial training and assistance as required	Unit Leadership	CFSC	
2.2.14	Invite / involve employers in Home Station wrap-up	Unit Leadership	OCAR / ARNG	

Medical Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.3.1	Perform initial TB test and 90-day TB test	MEDCOM	OTSG	
2.3.4	Complete all appropriate healthcare related assessments and treatments to include completion, review, submission, and placement of permanent medical record the DD 2796 and 2795, documentation of exposures in theater, special medications such as PB as anti-malarial, interviews on environmental and occupational exposures, medical record reviews, and appropriate medical tests to include the TB tine test IAW current HA direction. Visits related to deployment shall be coded within the patient tracking system as V70.5_6.	MEDCOM	OTSG	1.1.6, 1.5.2, 2.3.2
2.3.5	Draw serum specimens within 30 days of return to DEMOB Station (RC) or Home Station (AC)	Medical Health System	OTSG	

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2.3.6	Continue to assess, treat, and document any adverse or potentially adverse exposures or negative health-related behaviors that occurred during deployment/mobilization	OTSG	OTSG	1.3.3
2.3.7	Conduct medical record review	MEDCOM	OTSG	
2.3.8	Screen behavioral health records (where existing)	MEDCOM	OTSG	
2.3.9	Update individual's permanent health record with deployment health records	Medical Health System, RC Unit Leadership	OTSG	
2.3.10	Ensure that DD 3349 (Medical Profile) is completed prior to release from mobilization station/CRC	DEMOB Station, Unit Leadership	OTSG	2.3.7, 2.3.9
2.3.11	Convert identified soldiers to ADME status	MEDCOM, DEMOB Station, Unit Leadership, Installation AG	DA G1 (OTSG and ACSIM assist)	2.3.10
2.3.12	Extend health care for deployment-connected conditions to DA civilians	OTSG	OTSG	
2.3.14	Intervene against abusive behavior (non-criminal)	CFSC / Medical Health System	CFSC (DA G1)	1.5.6

Institutional Support Actions – DEMOB Station (RC) / Home Station (AC)

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.4.1	Provide information on transition entitlements / legal rights / SSRCA etc	OTJAG, DFAS	OTJAG (DA G1 assist)	1.4.4
2.4.2	Advise RC Soldiers on 18-year sanctuary (retirement).	DEMOB Station	DA G1	
2.4.3	Inform army civilian employees of OWCP process for occupational illness and injury reporting.	CPAC	DA G1	
2.4.4	Educate soldiers and family members regarding the impact of personnel policies (e.g.: STOP-LOSS, STOP-MOVE)	DEMOB Station and Installation AG lead (Unit Leadership assist)	DA G1 (OCAR & ARNG assist)	
2.4.5	Conduct Finance / AER briefings	Finance	IMA	

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2.4.6	Transfer from AC to RC for pay purposes	DEMOB Station	DA G1 (OCAR & ARNG assist)	
2.4.7	Expedite allotment changes	Unit Leadership, Installation Personnel / Finance	DA G1 (ACSIM assist)	
2.4.8	Adjust BAH on returning AGRs	DEMOB Station	DA G1 (OCAR & ARNG assist)	
2.4.9	Provide advance pay for TCS service members with DoD charge cards to assist close out of travel cards before the service member reverts back to RC status	DEMOB Station	DA G1 (OCAR & ARNG assist)	
2.4.10	Provide briefing on TRICARE Benefits	Unit Leadership (Medical staff)	OTSG	

Institutional Support Actions – DEMOB Station (RC) / Home Station (AC)

2.4.13	Provide information on readjustment to the workplace, reemployment rights, SSRCA	DEMOB Station	DA G1	
2.4.14	Begin to prepare RC soldiers for re-integration back into civilian workplaces	Unit Leadership	OCAR / ARNG	
2.4.15	Reenroll in MGI Bill and state TA programs	Unit Leadership	DA G1 (OCAR & ARNG assist)	
2.4.16	Control ETS and REFRAD processes to ensure that affected Soldiers are not separated prior to completion of DCS requirements.	Installation AG/PERSCOM	DA G1	

Home Station Activities (both AC and RC)

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.5.1	Identify families with high levels of reported stress / separation issues for follow-up after unit return.	RDC, UMT, ACS	CFSC	

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2.5.2	Provide opportunity for spouses to take a marital assessment instrument	Unit Ministry Teams	OCCH	
2.5.3	Process claims for personal property lost in shipment or while in storage	SJA	OTJA	

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ANNEX C (RECONSTITUTION PHASE TASKS) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

All actions for both AC and RC are accomplished at Home Station

Gaining command is responsible for completion of any tasks left incomplete by previous phases.

Soldier Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
3.1.1	Married redeploying Soldiers complete task to take a marital assessment instrument	Unit Ministry Teams/STARC /FACs	OCCH	2.1.12

Chain of Command Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
3.2.1	Provide time for Soldiers' readjustment (AC consider ½ day schedule, RC consider time after arrival at Home Station)	Unit Leadership, MACOM (OCLL & OTJAG assist)	DA G3	2.2.2
3.2.2	Conduct leader counseling after block leave periods, and integrate DCS considerations	Unit Leadership	DA G1 (OTSG assist)	2.2.10
3.2.3	All redeploying RC units conduct command climate survey instrument	Unit Leadership	DA G1	
3.2.4	Complete any outstanding MMRB, MEB, PEB	Unit Leadership, Medical Health System, PERSCOM	DA G1 (OTSG & OTJAG assist)	2.2.12
3.2.5	Conduct family day activities as close to redeployment date as possible	Unit Leadership, Installation Leadership	DA G1 (ACSIM assist)	1.2.2, 2.2.2, 2.2.5, 2.2.14, 3.2.1
3.2.6	Reintegrate RC back into civilian workplaces	Unit Leadership	OCAR / ARNG	2.2.10, 2.2.14, 2.4.14

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Medical Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
3.3.1	Complete 90-day TB Testing requirements	MEDCOM	OTSG	2.3.1
3.3.2	Complete any serum specimen requirements	Medical Health System	OTSG	2.3.5
3.3.3	Complete update individual's permanent health record with deployment health records	Medical Health System, RC Unit Leadership	OTSG	2.3.9

Institutional Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
3.4.2	EAP counselors continue to assess self-referred post-demob RC/FMs for deployment related problems; refer serious problems for medical treatment	CFSC (EAP)	CFSC	2.3.15, 2.3.16
3.4.3	Continue to provide EAP services to include face-to-face counseling, off-post, and after normal duty hours for AC/RC, Family Members and civilians	CFSC (OTSG assist)	ACSIM (DA G1)	2.3.15, 2.3.16
3.4.4	EAP Counselors support AC & RC family members with deployment related stress	CFSC (EAP contract)	CFSC	3.4.12
3.4.5	EAP counselors provide basic care for self-referred post-demob RC/FMs for deployment related problems; refer serious problems for medical treatment	CFSC (EAP)	CFSC	2.3.16
3.4.6	Provide additional opportunity for spouses to take a marital assessment instrument (AC Only)	Unit Ministry Teams	OCCH	2.1.12, 2.5.2
3.4.7	Provide opportunity for voluntary marriage education / enrichment workshops in Reconstitution phase (AC Only)	Unit Ministry Teams	OCCH	3.4.6
3.4.8	Continue to provide TRICARE benefits briefing	Unit Leadership (Medical staff)	OTSG	2.4.10
3.4.9	Provide legal assistance to RC members on legal problems arising	RC JAs	OTJAG	

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	from, or aggravated by mobilization			
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Army Enabling Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
3.6.1	Conduct Applied Suicide Intervention Skills Training (ASIST) in all units	Unit Ministry Teams	DA G1 (OTSG & OCCH assist)	
3.6.2	Educate AC & RC FRGs to promote identification of family members with needs via EAP outreach support	CFSC (EAP contract), OCAR, ARNG/STARC /FACs	CFSC (DA G1)	
3.6.3	Create capability at Power-Projection Platform to manage surge medical hold requirements.	MEDCOM, DEMOB Station, Unit Leadership, Installation AG	OTSG (DA G1 assist)	

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ANNEX D (CRITICAL ENABLING TASKS) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

G1 - Review policies relative to provision of job assistance to RC soldiers. Identify policies and resources required to expand the ACAP program to RC soldiers.

G1 - Expand scope of Risk Reduction Program to address all units. Review URI instrument for modification / adaptation for post-OIF applicability. Develop mechanism to conduct URI for unit commanders in concert with assumption of command to provide incoming commander with a good baseline of risk management information.

G1 (Assist CFSC, OTSG, Army Safety Ctr) - Develop Unit Risk Reduction Leader Tip Card for unit level leaders. Tip Card must integrate risk reduction, domestic violence, behavioral health, post-deployment stress, and safety topics for leaders to use as resource guide and standardized briefing scenario. Produce and distribute Unit Risk Reduction Leader Tip Card to AOR by 15 May 2003.

G1 - (Assist CFSC, OTSG) Develop Redeployment Checklist that incorporates DCS and deployment readiness factors.

G1 - Produce and distribute Redeployment Checklist to ARCENT and MACOMs by 1 May 2003.

G1 (Assist CFSC, OTSG) - Evaluate current Army 1-800 support mechanisms to determine the most effective and efficient use of resources for providing assistance to AC and RC Soldiers and families. Provide Army guidance on recommended solution.

G1- ICW OTSG, develop and promulgate personnel policy regarding medical and dental evaluation and treatment requirements for demobilization of RC soldiers, to include conditions for which RC soldiers are required to remain on ADME for additional assessment and/or treatment.

G1 – Develop and staff updated CSA and SA policy memoranda on Domestic Violence.

G3 (Assist G1, OTSG) Develop and implement a NCO leader/mentor policy and program to identify and train select NCOs within deployed units to assist in identification of post-conflict issues and referral options for Soldiers. Intent is to ensure select NCOs are provided with sufficient training and tools (through ongoing BH professional support and training at the Home Station unit level) to serve as a unit facilitator for individual and small group discussions of post-deployment issues and concerns, and provide a means for Soldiers to seek information and assistance without fear of career concerns.

OTSG - Implement DCS process for Soldiers redeployed and/or redeploying through medical channels. Direct execution of DCS within MHS at treatment facilities for Soldiers who are in-patient.

OTSG – Implement tracking and additional support/Care Management components of DCS for soldiers evacuated through medical system through fields on TRACE2S and PARRTS.

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Provide the G1 with a clearly defined workaround to ensure that individual soldiers redeploying through medical means are properly tracked through the DCS process.

OTSG - Coordinate with TRICARE Management Activity for development of information materials for educating RC soldiers on TRICARE benefits, eligibility, and insurance options post deployment. Coordinate with TRICARE Management Activity to develop TRICARE counselor information sheet for use by benefits advisors to explain RC benefits. Ensure that TRICARE information is distributed to installation DEMOB Stations.

OTSG – Serve as Army lead for developing and deploying DCS Installation Team (IT) in support of remote or austere locations and troop redeployment surges. Work closely with FORSCOM to identify potential surges and critical remote/austere locations. Coordinate DCS IT support with Office of Chief of Chaplains, IMA, and CFSC.

OTSG - Ensure that behavioral health assets are in place at POD.

OTSG - Train health care providers and select NCOs on unit leader/mentor program in theater. Provide unit mentors with training / ongoing Behavioral Health professional support at the unit level at Home Station.

OTSG - Provide technical support to G1 for development of personnel policy regarding medical and dental evaluation and treatment requirements for demobilization of RC soldiers, to include conditions for which RC soldiers are required to remain on ADME for additional assessment and/or treatment.

OTJAG – Complete review of proposed non-disclosure policy (including security clearance self-report forms) to support confidentiality for career-safe self-referral option for Soldiers who self-refer for counseling. Extend non-disclosure protections to those who self refer into domestic violence prevention and intervention services, with the provision that credentialed counselors will break non-disclosure when problems are severe.

CFSC - Ensure that Family Readiness staffs are sufficient to accommodate the redeployment surge.

CFSC - EAP support to include telephonic support contract for IRR and IMA soldiers, returning DA civilians and families. Produce and distribute an information brochure explaining the program to participants. Ensure information brochure is provided to DEMOB stations. Determine the impact of expanding current contract EAP services within various Army commands to all soldiers until 1 January 2004.

CFSC - Provide information materials to School Liaison Officers and SETS MOA signatories to assist with school age children understanding and adjustment to return of deployed parents.

CFSC - Conduct coordination with the Federal Interagency Committee on Education to distribute materials to schools to assist with school age children understanding and adjustment to return of deployed parents.

CFSC – Develop and staff formal Army request to OSD for modification to OSD staffing

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formula for FAP to accommodate increased workload based upon expanded mission and accurate population serviced figures, with subsequent increase in TOA from Congress.

CFSC (IMA Assist) – Review existing FAP caseload and deployed unit caseloads. Ensure that Soldiers enrolled in FAP are reintegrated into FAP case management upon redeployment.

FORSCOM – Executing agent for demobilization

FORSCOM – Meter flow through demobilization station once soldier has arrived at demobilization site.

FORSCOM - Produce and distribute a detailed guide to mobilization stations to ensure that all post deployment, and demobilization actions are properly completed and all records are updated for the period of active duty served.

FORSCOM - Provide guidance to all FORSCOM units on DCS POI. Provide information on DCS POI to other MACOMs.

DARNG - ICW Army G-1, determine the impact of policies from RC STOP-LOSS, delayed promotions and professional development schooling, and develop a plan for sustainment of ARNG capabilities in support of The Army taking into account the need to balance current policies and Soldier Well-Being.

DARNG - Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card to ensure incorporation of unique aspects of the ARNG. (Or assist in developing a separate RC focused card.)

DARNG - ICW Army G1, provides information on State sponsored 1-800 capabilities in support of assistance programs that may be utilized by both AC and RC Soldier and family members.

DARNG - Assist OTSG to ensure Soldier and family members are provided information on TRICARE benefits, eligibility, and insurance options post-deployment.

DARNG - Coordinate with OTSG in tracking ARNG soldiers required to remain on ADME ensuring that these soldiers complete all required DCS processing prior to release to State control.

DARNG - Assist CFSC to ensure adequate distribution of educational materials regarding school age children and adjusting to the return of deployed parents.

DARNG - ICW FORSCOM develop an ARNG focused DCS POI to accomplish the reintegration of Soldier and Family OCAR - Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card to ensure incorporation of unique aspects of the USAR (or assist in developing a separate RC-focused card).

OCAR - ICW Army G1, provides information on USAR sponsored 1-800 telephone capabilities in support of assistance programs that may be utilized by both AC and RC Soldier and family members.

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OCAR - Coordinate with OTSG in tracking USAR soldiers required to remain on ADME ensuring that these soldiers complete all required DCS processing prior to release to RSC control.

OCAR - Assist CFSC to ensure adequate distribution of educational materials regarding school age children and adjusting to the return of deployed parents.

OCAR - ICW FORSCOM develop a USAR focused DCS POI to accomplish the mission in the FORSCOM DCS POI.

FORSCOM- ICW Army G-1, determine the impact of policies for RC STOP-LOSS, delayed promotions and professional development schooling, and develop a plan for sustainment of USAR capabilities in support of The Army taking into account the need to balance current policies and Soldier Well-Being.

FORSCOM- Assist OTSG to ensure Soldier and family members are provided information on TRICARE benefits, eligibility, and insurance options post-deployment.

OCCH – Conduct Suicide Awareness and Prevention training.

OCCH – Conduct Reunion Training to standard of POI.

OCCH – Provide Unit Ministry Teams, as they become available, to support DCS IT.

OCCH – Provide Reunion Training for soldiers returning through medical channels.

OCCH – Educate the “community of faith” on what the Army is doing for Reunion Training.

OCCH – Assist Army G1 in the development of the Unit Risk Reduction leader Tip Card on matters of spiritual fitness.

OCCH – Conduct one-day in-Theater/AOR risk reduction/care-to-caregivers training program.

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ANNEX E (DCS PERSONNEL TRACKING) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

1. (U) General Guidance

Every effort will be made to redeploy Soldiers as part of their assigned unit they are serving with in-Theater. This effort allows them to participate in welcome home ceremonies, preliminary DCS activities and medical screening with those leaders and Soldiers with whom they have faced the stress of combat.

For RC soldiers, commanders will, whether the Soldier redeploys with the unit or as an individual, accomplish DCS tasks prior to the Soldiers' departure from the unit. The unit commander will provide that information to the individuals DEMOB Station Installation Commander.

It is the responsibility of the gaining commander (DEMOB Station Installation Commander) to ensure completion of those portions of DCS processing not completed or documented by the losing command. If no documentation is provided, the gaining commander will complete all redeployment and post deployment tasks of the DCS process.

Commanders at all levels will ensure that Soldiers and civilians processing for redeployment as individuals, traveling on emergency leave or being Medically Evacuated will be tracked for DCS requirements.

2. (U) Specific Guidance –

a) (U) For Soldiers and civilians medically evacuated from theatre (not returned to duty), MTF commanders are responsible for completing DCS tasks. Once the Soldier/DA civilian is released from the CONUS MTF, RDC is responsible for completion of the redeployment and reconstitution phase tasks. (OCONUS MTF for OCONUS based personnel). See Annex E, Appendix 1 & 2.

b) (U) For soldiers departing the theatre via emergency leave, commanders with the assistance of their designated supporting Personnel Support Battalion (PSB) are responsible for complete redeployment tasks in theatre prior to an individual's departure to home station and notification of RDC. Soldiers RDC assumes responsibility for completion of remaining DCS tasks. See Annex E, Appendix 3 & 4

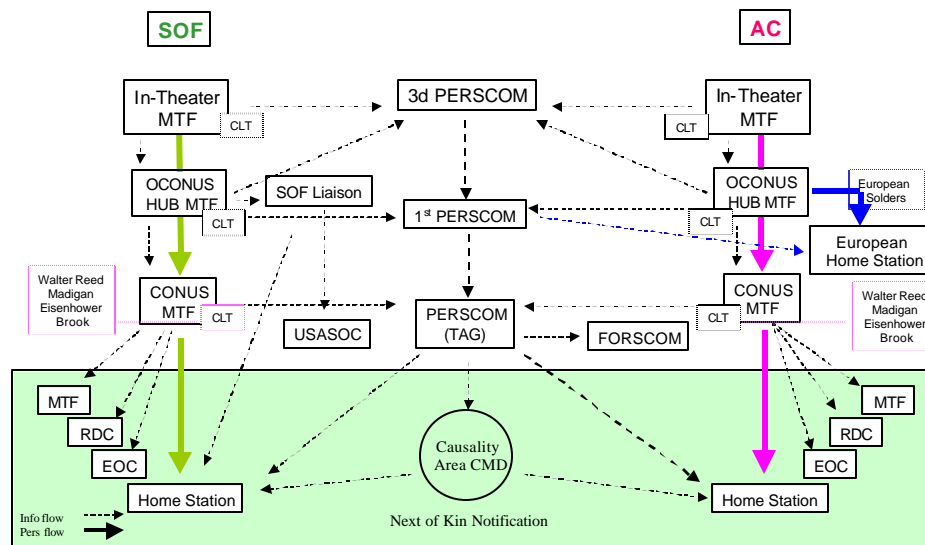
c) (U) For soldiers who arrived in theatre as individual fills and will depart theatre as individual fills not returning to home station with a unit, commanders with the assistance of their designated supporting PSB are responsible for completion of redeployment tasks in theatre prior to departure to home station and notification of soldier's unit/commander. Upon return to CRC, CRC commander assumes responsibility for completion of DCS tasks for post deployment. Upon release from CRC, soldier's unit commander assumes responsibility for remaining DCS tasks. See Annex E, Appendix 5.

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Appendix 1 to ANNEX E (DCS PERSONNEL TRACKING) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations – Medical Evacuation of Special Operations Forces (SOF) and AC soldiers

Medical Evacuation for SOF & AC

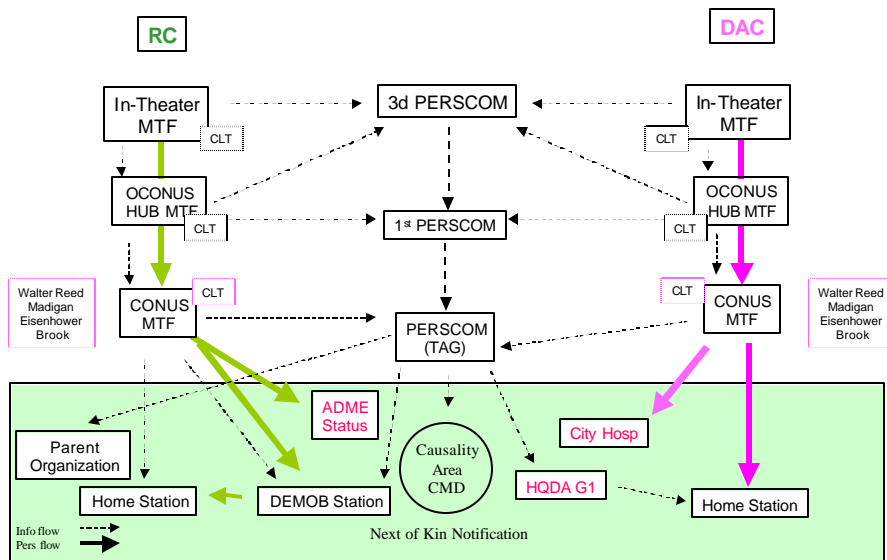


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Appendix 2 to ANNEX E (DCS PERSONNEL TRACKING) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations – Medical Evacuation of RC Soldiers and Department of the Army Civilians (DAC)

Medical Evacuation for RC & DAC

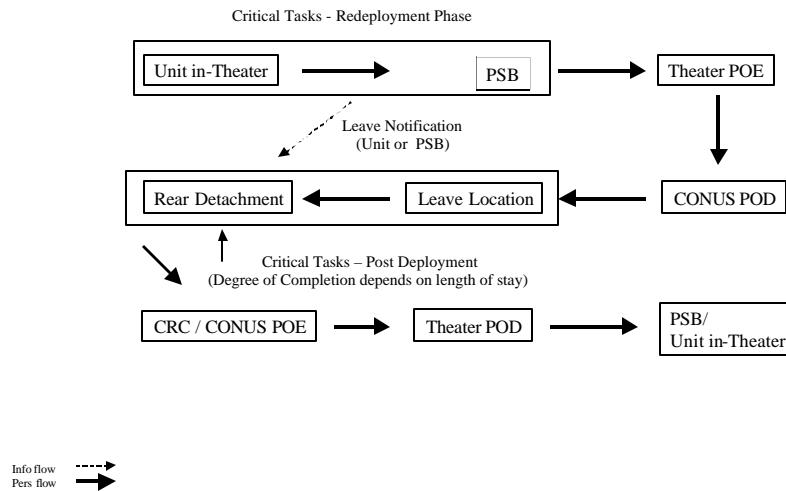


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Appendix 3 to ANNEX E (DCS PERSONNEL TRACKING) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations – Emergency Leave for AC soldiers

Emergency Leave for AC
Returning to Assigned Unit



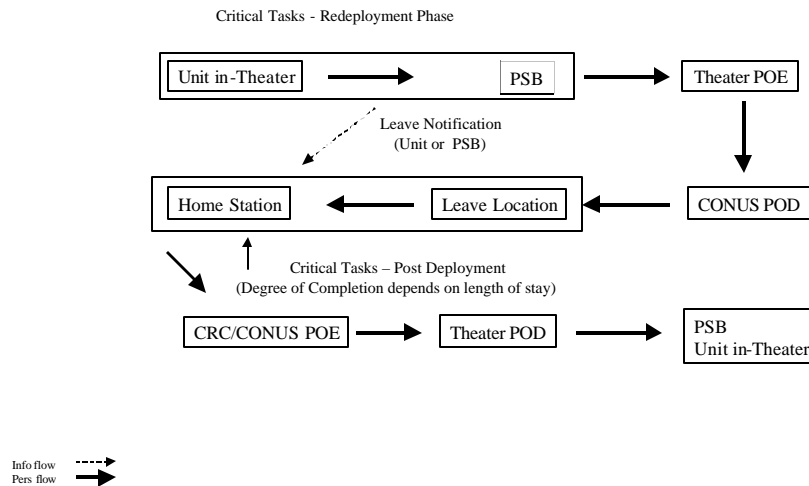
PSB – Servicing Personnel Service Battalion

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Appendix 4 to ANNEX E (DCS PERSONNEL TRACKING) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations – Emergency Leave for RC soldiers

Emergency Leave for RC
Returning to Assigned Unit



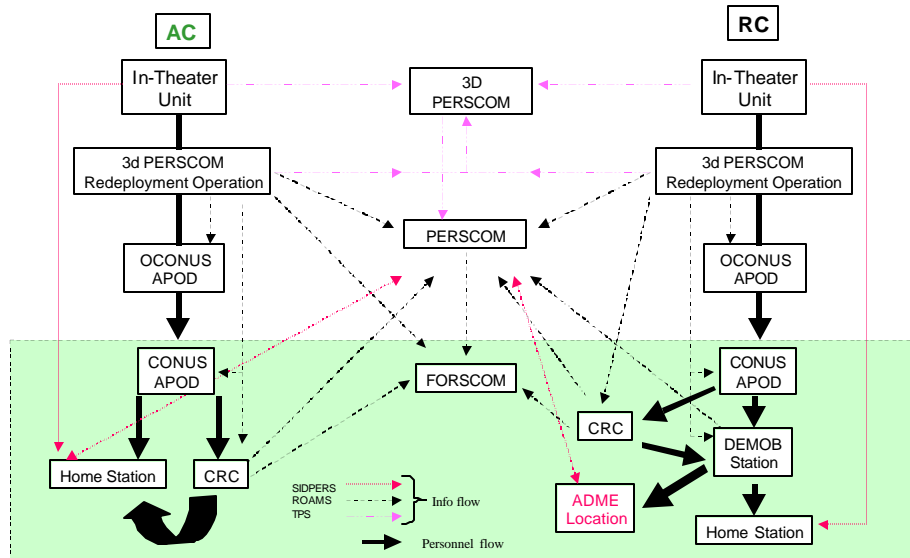
PSB – Servicing Personnel Service Battalion

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Appendix 5 to ANNEX E (DCS PERSONNEL TRACKING) to Department of the Army
Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations –
Individual Fills Not Returning with the Unit

Individual Fillers
Not Returning with Assigned Unit



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ANNEX F (Deployment Cycle Support Installation Team) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

1. (U) Concept. Deployment Cycle Support (DCS) Installation Team (IT) is a holistic life-cycle concept in support of real-world operations. Subject Matter Experts, primary from OTSG, OTJAG, OCCH and CFSC, have identified those tasks that must be done to take care of our Soldiers, civilians and their families following the employment of AC and RC units and Soldiers. The DCS Plan lays out those tasks and identifies the Army Staff proponent for each task. DCS IT takes that work and focuses it on the return of Soldiers and DA Civilians. That focus includes identification of critical tasks in the Redeployment and Post-Redeployment phases, and quantifying added resources to accomplish those tasks. DCS IT is formed at demobilization and home station based the size of anticipated flow through that installation. When installation requirements fall short of anticipated requirements, request for augmentation are submitted and processed through normal channels.

2. (U) Purpose. Provide guidance, and identify resources required for DCS tasks to be accomplished by the DCS IT.

3. (U) General Guidance.

- a. The DCS IT focuses on the immediate requirements of the Redeployment and Post-Deployment phases of the DCS and is intended to provide immediate feedback to the Army staff in order to modify the DCS Plan for subsequent units.
- b. Incorporated in the DCS IT are:
 - 1. The DCS IT represents redeployment and Post-Deployment phase tasks that are executed at an installation (see Annexes A-C).
 - 2. The personnel and skills of the proposed DCS IT.
 - 3. Tailored augmentation requirements for the major installations (Fort Stewart, Fort Bragg, Fort Benning, and Fort Bliss)

4. (U) Assumptions.

- a. No more that 2 battalions (+) arriving per day = 2,000 soldiers
- b. Arrival processing estimated to take 5 days
- c. Space is available on the installation. RC units awaiting operational deployment will deploy, or be demobilized as no longer needed and off the installation prior to arrival processing of main bodies.

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- d. All units/soldiers will return to the station from which they departed, or as directed by CONUSA.
- e. No severe bottlenecks will occur in the arrival processing.
- f. Only one divisional-sized unit will redeploy at a time.
- g. New mobilization at installations to support other operational requirements will continue concurrent with redeployments.
- h. DCS Installation Teams will consist of uniformed, DA civilians, or contractors.
- i. Post-deployment surge will occur from arrival at POD through beginning of block leave. Post surge will occur from end of block leave through POD arrival plus 90 days.

5. (U) Tasks.

1. (U) General.

- a. (U) OTSG is designated as lead in executing this DCS IT; other agencies identified as Task Proponents in this Annex are in support of CG FORSCOM.
- b. (U) NLT _____, be prepared to execute taskings and provide support as specified in this Annex.
- c. (U) OTSG will form and identify required DSC ITs as specified in this CONPLAN to CG, FORSCOM NLT _____, and be prepared to deploy that team when directed. (OTSJA, OCCH and ACSIM will support OTSG in this.)
- d. (U) CG FORSCOM may adjust tasks, timings, and resources IOT meet mission requirements, but will report those changes to the Army G1 IOT facilitate improvements to subsequent DCS activities ISO other redeploying Soldiers.

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6. (U) DCS Installation Team: (per 1,000 redeploying soldiers):

- a. (U) Primary Team Leader – from installation.
- b. (U) Community Health Nurse – 1 per team.
- c. (U) Medical Augmentation (12-hour day) MD / PA / CNP – (Estimate)
 - 1. (U) 20 Health Care Providers (MD / PA / CNP) for a 15 minute interview (without physical) per thousand soldiers;
 - 2. (U) 80 Health Care Providers (MD / PA / CNP) for a 1-hour exam (with physical) per thousand soldiers.
- d. (U) Behavioral Health Team – 2 providers and 1 NCO per thousand soldiers.
- e. (U) Chaplains.
 - 1. (U) Two teams (consisting of 1 each Chaplain and Chaplain Assistant) per thousand soldiers (surge).
 - 2. (U) One teams (consisting of 1 each Chaplain and Chaplain Assistant) per thousand (post surge).
- f. (U) Judge Advocate General (JAG) – 2 Attorneys and / 4 Legal Specialists (27D) per thousand soldiers.
- g. (U) Health Benefit Advisor 4 per thousand.
- h. (U) ACS Staff – 4 senior service managers per thousand.

7. (U) DCS Installation-specific requirements for DCS IT Installations (per 1,000 soldiers):

Installation	Team Leader	Comm Health Nurse	Behavioral Health Team	Med. Augment	Chap-lain	JAG	Health Benefit Advisor	ACS Staff
Ft. Stewart	M	M	M	M	.5M	M	M	.5M
Ft. Benning	M	M	M	M	.25M	M	M	M
Ft. Bragg	M	M	M	M	.25M	M	M	M

(NOTE: M = DCS Installation Team (Defined above))

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ANNEX G (Deferred Deployment Cycle Tasks) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

1. (U) General.

A number of DCS tasks remain unresourced. These tasks are moved from Annexes A through C and are no longer mandatory.

Units and commands may execute any of the tasks from this list at their discretion and within the constraints of their resources.

Upon availability of additional resourcing, these tasks will be reconsidered as a part of execution of this or future DCS Task support.

Redeployment				
Home Station Actions				
#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.1.7	Establish squad level assessment of Soldier distress level	Unit Leadership	OTSG	
1.5.2	Begin screening of active soldiers and family members for deployment related health concerns via post-deployment clinical practice guideline / Care Managers during routine health care visits	Medical Health System	OTSG	
1.5.3	Begin assistance with remote AC & RC FM deployment related health concerns via centralized telephone CPG/Care Management through DHCC	OTSG	OTSG	
1.5.4	Begin to provide EAP support to AC & RC FMs with deployment related stress	CFSC (EAP contract)	CFSC	
1.5.5	EAP Counselors begin to assess AC & RC FMs who self refer; refer serious problems for medical care	CFSC (EAP)	CFSC	

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Post-Deployment				
Soldier Actions				
#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.1.7	Establish squad level assessment of Soldier distress level	Unit Leadership	OTSG	1.1.7
2.1.8	Peer Mentor with Behavioral Health professional support conducts ongoing AC unit level risk assessments / referrals to care	Unit Leadership, Medical Health System	DA G-1 (OTSG assist)	
2.1.10	Receive training on communication with Spouse	Unit Ministry Team/ACS	CFSC (DA G1) (OCCH assist)	
Medical Support Actions				
2.3.2	Continue to identify any recently acquired negative health related problems	Unit Leadership, Medical Health System	OTSG	1.1.6, 1.3.1
2.3.3	Provide mandatory medical assessments and treatments (to include laboratory work-ups)	MEDCOM	OTSG	1.3.2
2.3.13	Continue to use Clinical Practice Guidelines to provide TRICARE beneficiaries with positive responses to post deployment health concerns	Medical Health System	OTSG	1.5.2
2.3.15	Continue to provide assistance to remote AC / RC soldiers and family members for deployment related health concerns via centralized telephone CPG / Care Management through DHCC	OTSG	OTSG	1.5.3
2.3.16	EAP Counselors support AC & RC family members with deployment related stress	CFSC (EAP contract)	CFSC	1.5.4

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Post-Deployment				
Institutional Support Actions				
#	Task	Responsibility to Provide	Proponent	Preceding Tasks
2.4.11	Continue to provide screening / tracking for family member deployment related health concerns via CPGs / Care Advocates during routine health care visits	OTSG	OTSG	
2.4.12	Continue to provide EAP Counselors assess AC & RC soldiers and family members who self refer; refer serious problems for medical care	CFSC (EAP)	CFSC (DA G1)	1.5.4, 1.5.5
Army Enabling Actions				
2.6.1	Embed deployment related health care ombudsmen/managers into primary healthcare	MEDCOM	OTSG	

Medical Support Actions				
3.3.4	Peer Mentor with behavioral health professional support conducts ongoing unit level risk assessments/referrals to care	Unit Leadership, Medical Health System	DA G-1 (OTSG assist)	2.1.8
3.3.5	Continue to use Clinical Practice Guidelines to provide TRICARE beneficiaries with positive responses to post deployment health concerns	Medical Health System	OTSG	2.3.13, 2.4.10
3.3.6	Continue to provide assistance to remote AC / RC soldiers and family members for deployment related health concerns via centralized telephone CPG / Care management through DHCC	OTSG	OTSG	1.5.3, 2.4.10, 2.4.11
3.3.7	Continued deployment-related health care management (beyond post-deployment and Demobilization) - support in negotiating the medical system via telephone for active or RC soldiers identified with medical or exposure concerns	MEDCOM	OTSG	2.3.16, 2.4.12

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Institutional Support Actions				
3.4.1	Continue to screen active Soldiers and family members for deployment related health concerns via post-deployment clinical practice guideline / Care managers during routine health care visits	Medical Health System	OTSG	2.3.13
3.4.6	Provide additional opportunity for spouses to take a marital assessment instrument (RC Only)	Unit Ministry Teams	OCCH	2.1.12, 2.5.2
3.4.7	Provide opportunity for voluntary marriage education / enrichment workshops in Reconstitution phase (RC Only)	Unit Ministry Teams	OCCH	3.4.6
Army Enabling Actions				
3.6.4	Establish and implement a Non-Commissioned Officer Mentor / Risk Management program based on the British Royal Marine (Peer Mentor) model	TRADOC	DA G3	
3.6.5	Embed deployment related health care ombudsmen/advocates into primary healthcare	MEDCOM	OTSG	

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ANNEX H (Public Affairs Support) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

1. (U) Purpose. To provide overview of public affairs support for the DCS plan to be accomplished during redeployment of Army forces currently serving in support of OEF/OIF.

2. (U) General Guidance.

The Public Affairs intent is to provide robust and overlapping coverage of information, messages and themes so that soldiers, their families and out military communities know how the Army is instituting and conducting redeployment activities. The Public Affairs support to this plan will consist of Command Information, Media Relations and Outreach, and Community Relations. The overall plan will be conveyed by HQDA-OCPA-SCD to the field in utilizing the following public affairs channels.

(a) **COMMAND INFORMATION:**

The cornerstone of the command information effort is provide information, themes and messages so that commanders and leaders can be the first and most credible source of information for soldiers. Ideally, all deployed Soldiers and DA civilians will learn of the DCS through mandatory pre-redeployment briefings within the units. A statement to be read to the deployed individuals and family members is included in this document. Unit Commanders will read the DCS information statement to their soldiers and DA civilians prior to arrival at DEMOB or Home Station (See Appendix 1 to Annex H). RDCs, to include STARCs and RSCs, will read the DCS information statement to FRGs and family members of deployed Soldiers and DA civilians prior to deployed Soldiers and DA civilians return to DEMOB or Home Station (See Appendix 2 to Annex H).

As individuals re-deploy as early returns, emergency leaves, or medical evacuations, Unit Commanders will ensure that these soldiers receive this briefing prior to departure from theater.

HQDA OCPA will initiate and provide DA-level products for use in unit, installation and command communications efforts to support chain of command information efforts to inform and educate soldiers prior to and throughout deployment. Commands are encouraged to use and localize these products to help support informing soldiers and their families.

During preparation for redeployment, provide email and telephone support for Soldiers in RAA and civilians. (CFSC MWR lead, AAFES and NETCOM assist)

Rear Detachment Commanders to include STARCs & RSCs, will ensure that their personnel, FRGs, and family members of deployed Soldiers and DA civilians have been read the DCS information statement. A key element of the successful reintegration of families will center on proper preparation, to include spouse and family education. (RDCs)

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ANNEX H (Public Affairs Support) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

(b) MEDIA RELATIONS AND OUTREACH

Initial internal release and public announcement of the DCS plan will be synchronized to occur concurrently. Once this plan is announced to the national, international and interested regional media (TDB), subordinate commands are encourage to engage local and regional media to cover DCS programs, policies and activities executed at the unit and installation level. All installation unit PAOs are required to report planned or scheduled national-level media contact and interests through the PAO chain. All DA policy questions and issues will be referred through PAO channels to HQDA-OCPA-Media Relations Divisions 703-692-2000.

(c) COMMUNITY RELATONS

Given the high level of public interest and support for our Soldiers, DA civilians, units, and installations, the chain of command should plan for engagement and support for local communities to help the American people welcome soldiers home. Wherever possible efforts should be made to use this contact to explain and demonstrate the professionalism of our Soldiers and DA civilians and the efforts Army-wide to establish and enforce the requirements of the DCS.

3. (U) DCS Tasks. See Appendixes 1 and 2 to Annex H

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Appendix 1 (Commander's Statement to Deployed Individuals) to ANNEX H (Public Affairs Support) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

The following statement will be read by unit commanders/leaders at all applicable levels, to all deployed individuals. This task will occur while the individual is still deployed. Once individuals return, units, Soldiers, DA civilians and their families enter the Post-Deployment phase, where all tasks are performed at Home Station.

(U) COMMANDER'S STATEMENT TO DEPLOYED INDIVIDUALS

"You (the soldiers) have helped shape history and have done a magnificent job.

The Army, your leaders and the American people are proud of you and what you have accomplished. You have every reason to be proud of what you have done.

During this deployment, you've faced danger, hardship and sacrifice. Your service and sacrifice will not be forgotten. Your family and friends in the states have been watching what we've done through the TV and other media reports; they know in a large way what you've faced.

"The Army wants to help deployed Soldiers, DA civilians and units quickly re-deploy and reconstitute – get some well-earned rest and time off, but first, there are some important steps that must be accomplished.

Once we start redeploying, we are going to start a multi-phased, event-driven support program intended to provide you and your families information, programs and support to ensure we return you better prepared to deal with what you've experienced. You need to be ready and understand these tasks will be done to standard before your well-deserved time off.

These Deployment Cycle Support tasks will include mandatory health screening, stress counseling, critical incident sessions, reunion training, and several other tasks, in addition to all the normal things we do when redeploying – maintenance, sensitive items check, everything – so when your leave or time off does start, you will be better prepared.

You will be able to spend time with your families and friends – the DCS process is designed and intended to get you back to your families as soon as possible, while ensuring we assist you in meeting the challenges of transitioning from the realities here, to being back home. Every Soldier, DA civilian and unit deploying will go through the same process.

Task completion will be tracked for every Soldier and DA civilian. Those tasks not completed in phase remain the responsibility of commanders at the next phase or location. Tasks from later phases may be completed earlier, given appropriate resources and time to accomplish these tasks." (con't.)

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Appendix 1 (Commander's Statement to Deployed Individuals) to ANNEX H (Public Affairs Support) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

“The Army, our Rear Detachment Commanders and Family Readiness Groups are providing the same information to our families. We want them to know how we are working hard to bring you home and get you through this process completely and quickly.

You've done a lot. Your Army, your nation and your families are proud of you. I wanted you to know up front what we will face, go through and accomplish – as quickly as possible and to standard – when we get back home.”

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Appendix 2 (Commander's Statement to Family Members) to ANNEX H (Public Affairs Support) to Department of the Army Global War on Terrorism (GWOT) Post Conflict / Mobilization Personnel Operations

The following statement will be read to family members of deployed Soldiers and DA civilians by RDCs, to include STARCs & RSCs. This task will occur while the individual is still deployed. Once individuals return, units, Soldiers, DA civilians, and their families enter the Post-Deployment phase, where all tasks are performed at Home Station.

(U) RDC's STATEMENT TO FAMILY MEMBERS OF DEPLOYED SOLDIERS AND DA CIVILIANS

"The Army wants to help deployed Soldiers, DA civilians and units quickly re-deploy and reconstitute – get some well-earned rest and time off, but first, there are some important steps that must be accomplished.

Once individuals start redeploying, The Army is going to start a multi-phased, event-driven program intended to provide deployed personnel and you, our families, with information, programs and support to ensure our Soldiers and DA civilians return home better prepared to deal with what they've seen, done and experienced. We need to be ready and understand these tasks will be done to standard before your loved ones will be released for their well-deserved time off.

These Deployment Cycle Support tasks will include mandatory health screening, stress counseling, critical incident sessions, reunion training, and several other tasks, in addition to all the normal things the Army does when redeploying – maintenance, sensitive items check, everything – so when your loved one's leave or time off does start, all of us will be better prepared.

You will be able to spend time with your loved ones – the Deployment Cycle Support process is designed and intended to get our Soldiers and DA civilians back to you as soon as possible, while ensuring we assist them in meeting the challenges of transitioning from the realities of the area of operations, to being back home. All individuals and units deploying will go through the same process.

The Army is providing this same information to our deployed troops and DA civilians. We want them to know how we are working hard to bring them home and get us all through this process completely and quickly."

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